



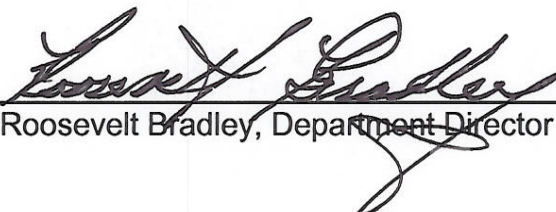
Departmental Business Plan and Outlook

Department Name: Miami-Dade Transit

**Fiscal Years:
2005-06
&
2006-07**

Plan Date: April 24, 2006

Approved by:


Roosevelt Bradley, Department Director


 4/24/06
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EXECUTIVE SUMMARY

Miami-Dade Transit (MDT) is the 14th largest public transit system in the nation and the largest in Florida. The main product or service MDT provides is the delivery of public transit services via four transportation modes: *Metrobus, Metrorail, Metromover and Paratransit, (Special Transportation Services (STS) and Medicaid Transportation).*

As of October 10, 2005, Metrobus provides bus service on 107 routes (traveling throughout Miami-Dade County and some parts of Monroe and Broward County) with a total fleet that has increased from 690 to 1030 buses (As of March 2006) since implementation of the People's Transportation Plan (PTP). The current fleet is comprised of 843 full-sized buses and 187 mini-buses, and logs just over 38 million annualized revenue miles. Ridership as of September 30, 2005 reached 76.8 million boardings and increase of 6.5% from the prior year and an increase of 21.1% since the inception of the sales tax.

Metrorail is a 22.6-mile elevated heavy rail system with 136 vehicles and 22 stations and over 256 trips daily.

Ridership as of September 30, 2005 reached 17.0 million boardings and increase of 6.4% from the prior year and an increase of 35.0% since the inception of the sales tax.

Metromover is a 4.4 mile elevated people mover system with 21 stations. It offers convenient access to a variety of government businesses, entertainment and cultural centers in the Central Downtown, Omni and Brickell areas. Ridership as of September 30, 2005 reached 8.7 million boardings and increase of 8.0% from the prior year and an increase of 83.0% since the inception of the sales tax.

Paratransit Transportation is comprised of the Special Transportation Services Program (STS) which provides over 5,000 scheduled daily trips for over 22,000 clients and the Medicaid Transportation program which logs more than 1,500 daily trips for 16,000 registered customers. Ridership as of September 30, 2005 reached over 1.4 million boardings and increase of 11.0% from the prior year and an increase of 34.0% since the inception of the sales tax.

For the first time in the history of MDT, ridership in all modes surpassed 100 million boardings. As of September 30, 2005, ridership in all modes reached 103.9 million boardings.

See the following high level Table of Organization

OFFICE OF THE DIRECTOR

- > Implements the People's Transportation Plan (PTP) ; develops operating policies for Metrobus, Metrorail, Metromover and Paratransit, and related support services; represents the Department before outside entities, the County Manager, the Board of County Commissioners (BCC), and the Citizens' Independent Transportation Trust (CITT)
- > Implements County policy and established direction for all aspects of the organization
- > Ensures quality policy is implemented and maintained.

OPERATIONS

- Directs operation and maintenance of the Metrorail and Metromover systems
- Performs all transit structural inspection and engineering analysis of Metrorail and Metromover guideways and station facilities
- Implements policies and procedures to enhance the efficiency and effectiveness of Metrobus operations and maintenance activities
- Coordinates Community Outreach
- Manages customer services and market analysis
- Provides route scheduling, service planning and ridership analysis
- Directs all Satellite Transit Information Centers activities
- Administers Paratransit Operations Division, Special Transportation Services (STS) and Medicaid Paratransit
- Responsible from traction power, communications, signals and fare collection design and installation

PLANNING AND ENGINEERING

- Produces quality assurance and control criteria for project management and system development
- Manages systems compliance
- Responsible for testing and acceptance of new systems and installations
- Responsible for project scheduling and cost control; capital construction contract administration, consultant selection and negotiation support; and project configuration management and document control
- Responsible for design and engineering and analysis of bridge inspection results
- Directs guideway, systems station rehabilitation and fixes facility construction management and directs roadway improvements
- Responsible for right-of-way acquisition, utilities relocation, and survey and right of way administration
- Manages long-term system planning and station area development

ADMINISTRATION

- Manages accounting and personnel functions; responsible for the preparation, solicitation, negotiation and compliance of Request for Proposals, Request for Qualifications, and Invitations to Bid; manages bus and rail maintenance controls and materials management
- Negotiates transit developments; manages joint development; responsible for station area property acquisition; identifies processes and monitors federal and grants
- Develops budget and National Transit Database reports; responsible for performance and financial auditing, manages the audit and review of internal controls, contractors, vendors, operations, maintenance functions, and contracts; provides statistical reporting; manages capital programming; and develops models and provide forecasting activities in support of short- and long-term financial planning.
- Develops and implements Information Technology policy and projects.

CIVIL RIGHTS AND LABOR RELATIONS

Directs labor relations and ensures compliance with Equal Employment Opportunity, Affirmative Actions, Americans with Disabilities Act, and other federal, state, and local laws and regulations

SAFETY AND SECURITY

Develops and implements policy for comprehensive, integrated, and coordinated transit safety and security programs

ADVERTISING AND MEDIA RELATIONS

Manages advertising, promotions, and sales; controls graphic design; and coordinates media relations, and market analysis

QUALITY ASSURANCE

Produces quality control criteria for project management; manages systems compliance and ensures compliance with FTA, state and local guidelines

FY 2005-06 and FY 2006-07 are certain to be exciting times that are vitally important to the citizens of Miami-Dade County. Projects planned for the next two fiscal years include not only continuation of highly successful transit endeavors to date but also new programs that improve customer service, maximize revenue, and increase transit efficiency and effectiveness.

The Metrorail vehicle rehabilitation and the replacement of Metromover cars will commence. New buses will continue to arrive. MDT will continue the expansion of the new bus services. The Department will continue to improve the quality of the bus service with the continued implementation of the Comprehensive Bus Operational Analysis. MDT will continue the installation of new signage at bus stops, rail stations and major transfer points in addition to new solar-energized shelters. Implementation of the new regional fare collection system integrating Miami-Dade, Broward and Palm Beach counties will commence.

FY 2005-06 and 2006-07 will bring progress in the new rail corridors "Orange Line" (consisting of the Earlington Heights- Miami Intermodal Center (MIC) corridor, the North Corridor and the East-West Corridor). Design of the Earlington Heights -MIC Corridor is expected to be completed by December 2006 with Pre-Construction activity and Utility relocation starting shortly thereafter. The North Corridor will be under design during FY 2005-06 and FY2006-07. The East-West Corridor will start design in FY 2006-07.

MDT will continue to extend the South Miami-Dade Busway. The Busway now runs from Dadeland South station to SW 264th Street in Naranja with the opening of Segment 1, a five-mile extension, in April, 2005. Segment 2 will run to Southwest 344th Street in Florida City. Completion is expected in 2007, bringing the Busway to 20 miles in length.

The Department is committed to providing customers the quality service promised with the passage of the PTP in November 2002. The business plan supports that continued commitment.

Significant factors critical to the Department's successful implementation of the business plan.

The principal factors determining our success will be the quality of customer service, and the ability to secure federal funds, fare collection flexibility, timeliness of routes versus driving time, adherence to schedules, accessibility to bus stops and stations, number of routes available, frequency of service, the availability of overnight service, accessibility to service information, safety of transportation, cleanliness of facilities and vehicles, and the appearance and upkeep of buses and trains. In order to improve our competitive position over customers with private vehicles, motorcycles and mopeds, taxis, limousines and shuttle services, rental vehicles, and privately owned and municipal parking lots that provide low cost parking spaces that encourage the use of private vehicles, MDT is currently increasing service miles from 27 million to 44 million. MDT is planning to double the County's existing 22.6 -mile elevated heavy rail system with the proposed additional 22.2 -mile Orange Line Metrorail Corridor. The Orange Line Corridor consists of the 9.5 mile North Corridor Rail Expansion to the Broward County line, the 2.6 mile Miami Intermodal Center (MIC) – Earlington Heights Corridor connector adjacent to the Miami International Airport (MIA), and the 10.1 mile East/West Corridor Rail Expansion to the Florida International University's Main Tamiami Campus. The Department is also extending the South Dade Busway to Florida City, installing approximately 1,400 new bus shelters and 9,000 new bus stop signs throughout the County and increasing the number of bus pullout bays. The entire Metrorail fleet of 136 vehicles is being rehabilitated and 12 Metromover cars will be replaced with 17 additional Metromover cars to be replaced in the future.

Additionally, the department has temporarily placed on hold the further implementation of bus service. MDT is in the process of analyzing the service that has been implemented to date and making the necessary adjustments so that resources are being used efficiently and effectively. As the new fare equipment comes on line in late 2007, MDT will have the ability to further analyze route segments so that those resources can be tuned more precisely. MDT has also reduced administrative personnel positions to ensure an efficient operation from the top down. MDT is tasked to continually seek and implement efficiencies to enhance bus, rail, mover and STS service. All of these factors will determine the financial viability of the system and the PTP.

INTRODUCTION

Department Purpose/Mission Statement

Vision: *"To Provide the Best Public Transit Service in the Nation"*

Purpose: *" Provides public transportation services"*

Mission: *"To meet the needs of the public for the highest-quality transit service: Safe, Reliable, Efficient and Courteous."*

Departmental Values/Value Chain: *Customer-focused and customer-driven; honest, ethical and fair; accountable and responsive to the public; diverse and sensitive; efficient and effective; committed to the development of leadership in public service; innovative; value and respectful of each other; action-oriented; fosters teamwork; committed to full, open communication; committed to enhancing security and safety; dedicated to professional skill development.*

Department Description

MDT (MDT) is the 14th largest public transit system in the nation and the largest in Florida. The main product or service MDT provides to the public is the delivery of public transit services via four transportations modes: *Metrobus, Metrorail, Metromover and Paratransit, (Special Transportation Services (STS) and Medicaid Transportation)*. For more details on each one of the modes please go to the Executive Summary (Page 3).

Adequate financial resources did not exist to maintain a level of transit service commensurate with a metropolitan area of the size, complexity, and growth of Miami-Dade County.

On November 5th, 2002, voters approved a one-half percent increase in the sales tax to be used exclusively for improving transportation in Miami-Dade County and the creation of a Citizen's Independent Transportation Trust (CITT) to provide oversight in the implementation of the PTP. As part of their deliberations on Wednesday, September 17, 2003, the Board of County Commissioners voted to accept the County Manager's recommendation for a single, unified County department with responsibilities for both transit operations and capital expansion functions.

As of March, 2006, Metrobus provides bus service on 106 routes (traveling throughout Miami-Dade County and some parts of Monroe and Broward County) with an active fleet that has increased from 690 to 1030 buses since implementation of the PTP. The current fleet, comprised of 843 full-sized buses and 187 mini-buses, logs 38 million annualized revenue miles. Ridership for FY 2005-06 is estimated at 110 million boardings annually, inclusive of Golden Passport and Mover boardings. MDT has eliminated three routes that were duplicative service.

As of March 2006, 25 new bus routes have been created to offer service in some neighborhoods for the first time. 70 new state-of-the-art buses will come on line by the end of the year.

- 25 new bus routes created since the passage of the PTP are: Route 254 (Brownsville Circulator), Route 82, Route 136, Howard Killian Connector, Route 277 (NW 7th Avenue MAX), Route 183 (183rd Street MAX), Route 249 (Coconut Grove), Route 224 (Coral Way MAX), the Flagami Connection, the Gables Connection, the Hialeah Gardens Connection, the Little Havana Circulator, Little Haiti Connection, Midnight Owl, Route 99, the Sweetwater Connection, Airport West Connection, the Busway Flyer, Florida City-Homestead Connection, Goulds Connection, Gratigny Connection, Kendall Connection, Liberty City Connection and Route 200.
- All existing 85 Metrobus routes have been improved to offer more frequent service and shorter waits. In all, 7.4 million miles of service have been added so far.
- Frequency has improved on all routes. During peak hours, all bus routes operate on 30 minute headways or less. Bus routes that used to operate on 30-minute headways now run every 15 minutes. Some of the most popular routes run every 5 minutes in the height of rush hour.
- Most buses are equipped with on-board cameras to help ensure passenger security and documentation of incidents. Buses also feature Global Positioning Satellite (GPS) equipment that tracks their location to better assess on-time performance and more quickly address service concerns; as well as an automated system that announces the address when approaching a stop.
- Over 5,000 newly designed bus stop signs have been installed as of March 2006; a total of 9,000 will be installed throughout Miami-Dade County. The new bus stop signs are making public transportation more user-friendly by offering on-site bus route schedules and maps, as well as general transit information.
- 980 new solar powered Bus Shelters have been installed as of March 2006; by the end of this calendar year, MDT will have installed 1,200 total bus shelters.
- On April 24, 2005, MDT Metrobuses began service on a five-mile extension of the Busway. The Busway now runs from Metrorail's Dadeland South station to 264th Street in Naranja. The Busway Extension includes a new Park & Ride lot at U.S.1 and Southwest 244th Street and more are planned in the future. It has already proven tremendously popular with commuters who want to avoid the rush hour traffic nightmare on U.S.-1. Average weekday boardings exceed 12,500, and Park&Ride lots along the Busway are usually bursting at the seams by 7:30 a.m. most weekday mornings.

- Metrobus routes 34 Busway Flyer and 38 Busway MAX will serve the new extension. The Busway MAX was open between Southwest 216th Street and S.W. 264th Street. The Busway Flyer will now serve the Busway from Dadeland South Station to S.W. 264th Street. Route 35 will continue operating on US 1 to provide local service. The Goulds Connection will remain on US 1 between S.W. 216th and S.W. 220th Streets.
- The Golden Passport allows residents 65 and older and Social Security recipients regardless of age to ride free on transit. More than 115,000 residents now ride free on transit thanks to the Golden Passport. No other transit system in the country provides free rides to seniors. MDT has started a new program for Golden Passport holders that allow them to use the Golden Passport as a discount card when they shop. A booklet of reusable coupons has been created that entitles Golden Passport holders to discounts at over 40 area merchants when they present their Golden Passport. Participating merchants include Payless Shoe Source, Winn-Dixie, Comcast and many more. The Florida Marlins is offering "Senior Sundays" 20 percent ticket discounts to Sunday games for Golden Passport holders. Other offers range from 50 percent discounts on vitamins at Navarro Discount Pharmacies to 10 percent off the price of a one-day cruise to the Bahamas aboard Discovery Cruise Lines.
- The County launched a new transportation web portal this spring that will serve as a gateway to all transportation information in Miami-Dade County. The Go.miamidade.gov website features links to information from a dozen travel-related agencies, including Metrobus, Metrorail, Tri-Rail and Broward County Transit schedules, online Metropass and Sunpass sales, live traffic updates, flight schedules, cruise times and tourist information.
- The Department has also unveiled the regional trip planner, which will provide automated point-to-point travel itineraries using Miami-Dade Transit, Broward County Transit, Tri-Rail and Palm Tran.
- More than 1,000 jobs have been created as of September 30, 2005 at MDT since the passage of the PTP, ranging from bus operators to mechanics. 300 new employees were hired in FY 2004-05.
- MDT previously implemented an innovative Bus Maintenance Apprenticeship Program. This program provides fundamental training and a well paying job in bus maintenance to people with little or no experience working on automobiles. MDT implemented this initiative under the sponsorship of the Board and in conjunction with the School Board, South Florida Workforce and Miami-Dade Employee Relations Department (ERD), to enhance employment opportunities in the community. More than 100 people have graduated from the program as of September 30, 2005, and now earn \$20 an hour as Bus Maintenance Technician Trainees.

- The Department has implemented a number of initiatives to convince residents and commuters to use transit as a more affordable, convenient and environmentally-friendly alternative to driving. Customers can save by purchasing a \$75 monthly Metropass, which entitles them to unlimited rides for the entire month. Monthly group discounts are also available: For groups of 5 to 99, the monthly Metropass costs only \$67.50; for groups of 100 or more, the price drops to \$65; groups of fewer than 5 employees can purchase a Metropass for \$70 each. The monthly college student pass is \$56.25. Riders also can save additional money on their income taxes by purchasing their monthly Metropass through a pre-tax payroll deduction from their employer. Employers also save on their payroll taxes.
- Before the passage of the surtax, MDT operated 26.4 million annualized miles of bus service and 1.3 million annualized miles of rail service. With the passage of the surtax, the following bus miles have been added:

	Bus miles	
Prior to PTP	26,375,000	
FY 02-03	2,676,000	29,051,000
FY 03-04	3,117,000	32,168,000
FY 04-05	3,944,000	36,112,000
FY 05-06	1,900,000	38,012,000

New services or programs anticipated for the next fiscal year include:

- **Rail Corridors:** The federal funding process for the 9.5-mile, North Corridor (from the Martin Luther King Jr. station to Broward) and the 10.1-mile, East-West Corridor (from the MIC to Florida International University's Tamiami campus) has already begun. The 2.6-mile, Metrorail extension from the Earlington Heights station to the Miami Intermodal Center next to Miami International Airport is moving forward thanks to \$100 million from the state and \$240 million from the half-penny sales tax. This is the first viable connection to the airport. Together, these three projects make up the Orange Line and will provide service from the Broward County line to FIU's Tamiami campus as well as to the existing Metrorail line. The federal Appropriation bill has allocated \$10 million to the Orange Line.

Completion of the North Corridor is expected in 2012. The East-West Corridor is slated for completion in 2014. The Metrorail extension from the Earlington Heights station to the Miami Intermodal Center next to Miami International Airport is expected to come on line in 2010. This timetable is faster than originally planned under the PTP and will allow us to bring these important improvements to the public sooner. Significant progress will be made in FY 2005-06 and 2006-07 with the new rail corridors "Orange Line". Design of the Earlington Heights -MIC Corridor is expected to be completed by December 2006 with Pre-Construction activity and

Utility relocation starting shortly thereafter. The North Corridor will be under design during FY 2005-06 and FY2006-07. The East-West Corridor will start design in FY 2006-07.

The Florida Department of Transportation has pledged to fund 25 percent of the cost of the North and East-West corridors if the federal government agrees to pay 50 percent of the projects' cost. The remaining 25 percent would come from the half-penny tax.

- **Busway:** MDT is now working on Segment 2 of the Busway that will extend it all the way to Southwest 344th Street in Florida City. That work will be completed in 2007 and will bring the total length of the Busway to 20 miles.
- **Rail Rehabilitation:** The Department is planning to fully refurbish all Metrorail vehicles and replace 12 Metromover vehicles. Improvements will include a sleek new design, state-of-the-art air conditioning systems and a vehicle-monitoring and control system that allows for real-time diagnostics and troubleshooting and will reduce incidents of mechanical failures. Notice to Proceed is expected by September 2006.
- **New fare collection system:** During 2007 MDT will introduce a new regional automated fare collection system called the "Smart Card" that can be used to pay for transit in all three counties by swiping it through a computerized reader on buses and at station turnstiles. The card will also make it possible to introduce a variety of ridership reward programs and improve ridership tracking which enhances MDT's ability to compete for federal matching funds to further improve Miami-Dade County transit system.
- **Alternatives for reducing congestion:** In addition to rail, the County is considering several innovative ideas for moving people to their workplaces and wherever they need to go. The Metropolitan Planning Organization is currently studying the feasibility of water-based transit such as ferries along Biscayne Bay and some of the County's canals.

The Department is pursuing several options that offer viable alternatives to traveling on crowded roads. For example, MDT is about to embark on a 3-year pilot program that will allow express buses to use the emergency lane of some of the busiest highways during peak congestion hours to get commuters to work faster. This is great news for commuters who now find themselves sitting in bumper-to-bumper traffic on their way to work on such highways as the Palmetto Expressway, I-75 and I-95. Bus riders who travel these highways will no longer have to share congested lanes with cars. Transit bus operators will be trained in using the emergency lanes whenever traffic on the regular lanes slows down to below 35 mph.

- MDT is promoting the use of transit through the Smart Commute program, which provides homeownership incentives to people who buy new homes near a transit

station. Program benefits include easier mortgage qualification, lower down payments and a year's worth of free Metropasses.

- The Department has entered into a partnership agreement with Miami Dade College (MDC) and the University of Miami (UM) to promote public transportation to students. Similar partnerships with other institutions of higher learning are being pursued. The initial plan is a 7-month demonstration project. Under the partnership: MDC and UM will assist MDT in promoting transit to its students and provide Park & Ride spaces at the Kendall North, and Homestead campuses. MDT will in turn expand its pass program offering a 50% discounted monthly fare to students in these institutions.
- The discount booklet for the Golden Passport users will be issued every year containing the coupons of renewing merchants as well as those of new participants who may wish to join the program. The Department is looking to add more merchants to this program next year, allowing them to tap into a large market of seniors represented by the more than 115,000 residents who already take advantage of free transit using the Golden Passport. The Department hopes to eventually extend the coupon booklet's benefits to monthly Metropass holders as well, based on the success of this program.
- The Department plans to aggressively promote go.miamidade.gov to residents as well as commuters and tourists by using it in all advertising, including in-flight magazines.
- MDT is on its way to becoming the County's largest department, with 4,059 employees. Once construction starts on the new Metrorail corridors, there will be an abundance of job opportunities for construction industry workers over the next 30 years as the Orange Line is completed and the next phase of Metrorail construction begins.
- **New visitor pass:** MDT is working on a new visitor pass targeted at the tourist market. Tourists will be able to purchase these weekly passes from their hotel concierge and also receive a free transit system map and coupon booklet. The Department expects to start offering these passes sometime during FY 2005-06. Approximately 10 million visitors come to Greater Miami every year, so we're very excited about the opportunity to tap into this market to increase ridership, which will provide more revenue to improve the transit system for everyone.
- **Corporate pass:** MDT also plans an aggressive campaign to promote the Corporate Metropass program, which allows employees to buy the monthly Metropass through a payroll deduction from their employer, allowing both employer and employee to save on their taxes while promoting less congestion on the

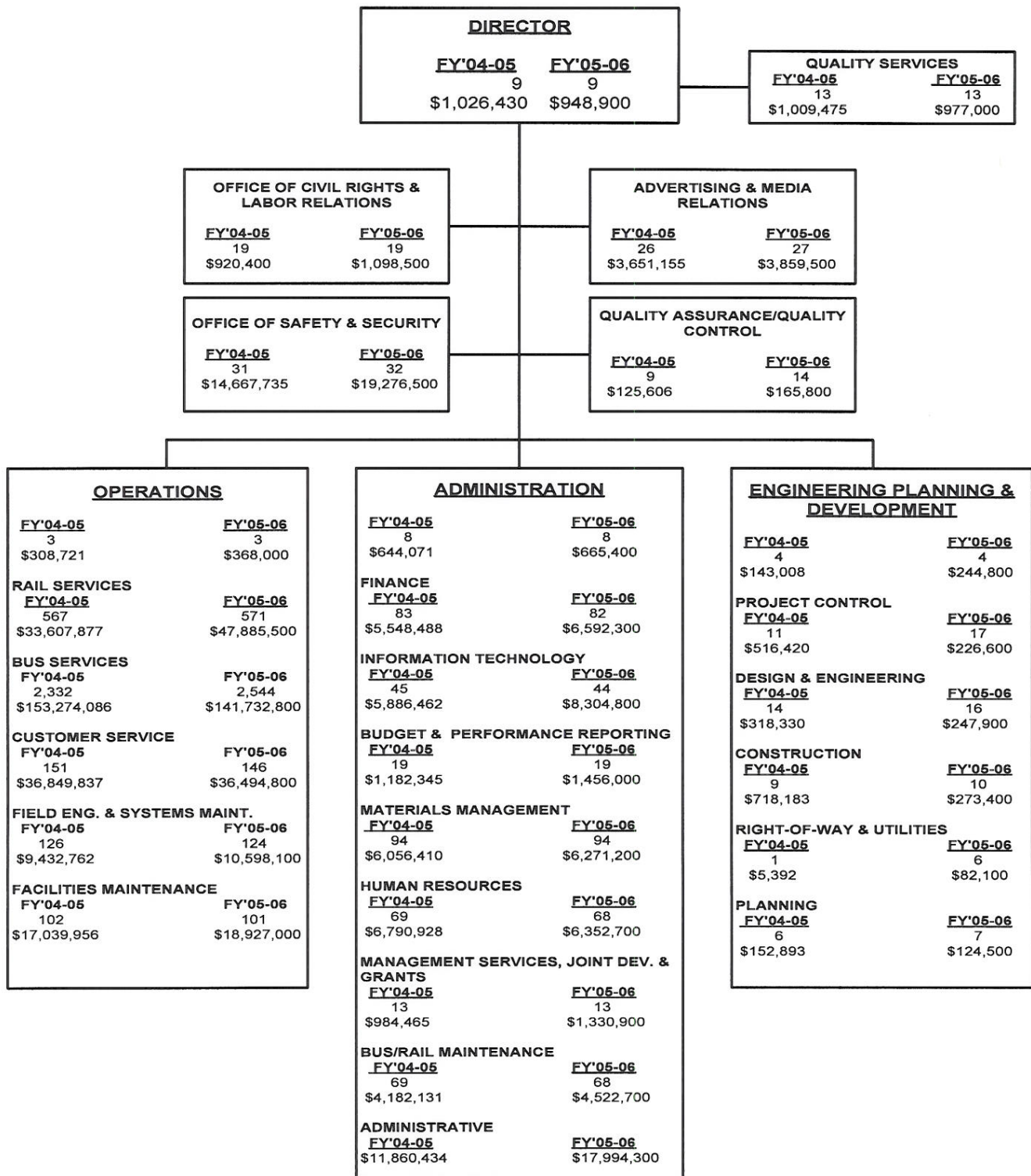
roadways.

Organization and Staffing Issues

The Transit Department is divided into three major functions that report directly to the Director. Each of the major functions (Operations; Engineering, Planning and Development; and Administration) is headed by a Deputy Director. There are a number of separate and distinct reporting functions integral to the Department illustrated below.

(See the following Table of Organization)

Departmental Business Plan and Outlook
Department Name: Miami Dade Transit
Fiscal Years: 2005/2006 – 2006/2007



Departmental Business Plan and Outlook
Department Name: Miami Dade Transit
Fiscal Years: 2005/2006 – 2006/2007

As of the end of fiscal year 2004-2005, Metrobus was running over 35 million revenue miles. In FY 2005-2006 MDT was scheduled to implement an additional 3.6 million revenue miles. The FY 2005-2006 budget includes 176 additional bus operators, and 46 additional bus maintenance staff. As noted before, MDT will have implemented 1.9 million revenue miles during the fiscal year and has postponed any improvements until the existing service can be analyzed and adjustments made. The 1.9 million revenue miles makes use of 95 bus operators and 17 bus maintenance staff. Also, the FY 2005-2006 budget includes 23 positions for the engineering divisions. These positions will focus on the implementation of the rail corridors programmed in the PTP. The Department reduced the position count by eliminating 30 long term vacancies.

Fiscal Environment

Revenues and Expenditures by Fund
 (All Dollars in Thousands)

	Prior Fiscal Year Actual	Current Fiscal Year Budget	Current Fiscal Year End of Year Projection (as of March 2006)
Revenues			
State Operating Assistance	16,665	16,664	16,664
General Fund	128,047	132,425	132,425
Fares and Fees	73,593	103,216	86,388
Advertising & Other Revenues	7,682	5,440	6,940
Sales Tax (CITT Support)	90,917	79,277	101,535
Total	316,904	337,022	343,952
Expense			
Personnel	252,731	265,263	268,543
Operating	64,173	71,759	75,409
Total	316,904	337,022	343,952

Total revenues for operations are projected at \$343.952 million, a 7.9% increase in revenues from FY 2004-2005 actual revenues. The Countywide General Fund Maintenance of Effort to MDT is \$132.425 million (including \$4.943 million for Tri-Rail and the South Florida Regional Transportation Authority). The PTP will fund \$101.535 million for operational purposes. Fares and fees are expected to generate \$86.388 million, partly due to a fare increase implemented in May of 2005 and including a \$666,000 transfer from Tri-Rail. State Operating Assistance is estimated at \$16.664 million. Non-operating revenues, inclusive of advertising contracts, are estimated at \$6.940 million.

Expenditures for FY 2005-2006, net of capital grant reimbursements are projected to be \$343.952 million. Salaries and fringes including overtime salaries and fringes are projected at \$268.543 million. Other expenses inclusive of fuel, electricity, STS, etc. total \$75.409 million.

Grant reimbursements to the operating budget include Local Option Gas Tax of \$15.565 million, Federal Formula Section 5307 and Section 5309, Job Access and Reverse Commute, and New Freedom funding of \$69.780.

Non-operating grants are estimated at \$13.087 million which include Medicaid and Urban Corridor funding through the State of Florida. Non-operating loan and debt service payments not included in the operating budget total \$23.3 million inclusive of new bus purchases.

Business Environment

MDT's key customer groups/market segments consist of workers (both employers and employees who need to travel to their place of employment), students, recreational groups, tourists, the disabled and elderly. The Department recognizes passengers' expectations for economical, safe, reliable, convenient, clean, comfortable, and user-friendly service. MDT's objective is to provide an excellent transportation system that delivers these services to all riders.

The regulatory environment under which MDT operates includes the following Federal and State agencies:

- Federal Transit Administration (FTA)
- Florida Department of Transportation (FDOT)
- Transportation Safety Administration (TSA) Homeland Security
- Occupational Safety and Health Administration (OSHA)
- Various Local ordinances and multiple Miami-Dade County administrative orders

The following are challenges confronting MDT:

Departmental Business Plan and Outlook

Department Name: Miami Dade Transit

Fiscal Years: 2005/2006 – 2006/2007

Organizational:

- Increased security concerns creating two basic challenges: 1) How to maintain a secure environment without inconveniencing transit riders and violating their rights, and 2) How to meet increasing security demands with limited funding.
- Increased competition from private vehicles, taxis and limousines limits MDT's ability to increase ridership.
- Increased demand from non-paying customers, limiting the funds available to improve service.

Operational:

- High cost of fuel is both an advantage and a challenge. While ridership increased when more motorists take more trips via transit, MDT's operating costs are increased but those cannot be immediately passed on to the customers.
- Unsatisfactory performance by vendors
- Increased traffic congestion, which makes it more difficult to adhere to bus schedules
- Increased competition from other transit properties for federal and state funds.

Human Resources:

- Attracting and retaining the right human capital becomes challenging in an environment where demand for certain skills outpace supply. Approximately 75% of the MDT workforce is transit operators and skilled trade workers. The fierce competition for competent technicians and certified mechanics has resulted in increased wages. MDT has to address the challenges of attracting and retaining higher skilled workers in a highly competitive job market.
- Increasing training is required to maintain the promised service level as stated in the PTP, as the rail fleet ages and the buses acquire more modern technology.
- Challenges of transition to a "pay for performance" evaluation.
- Working with the County's bureaucratic system for hiring, disciplining, and firing of staff.

Community Related:

- Demonstrate progress sufficient to meet the expectations of the residents in a very short timeframe. Recently the customers/Miami-Dade residents voted overwhelmingly to pass a half-penny tax to implement the PTP.
- Resistance to the construction of bus bays and rail tracks near residences (Not-In-My-Back-Yard, syndrome).
- Changing perception that public transportation is for the economically disadvantaged. Changing the mindset of potential users to increase ridership on public transportation and reduce dependency on private cars.

Customer Feedback Plan

MDT utilizes various methods for identifying customers, customer groups and market segments. They include public outreach, event participation and coordination, website monitoring and outreach, use of zip codes and GIS technology, and interagency

information sharing.

MDT conducts extensive countywide public outreach through the use of interactive media (radio and TV call-in shows) and frequent visits to community groups (segmented by neighborhood, language, ethnicity, etc.). It also participates in a large number of well attended community events throughout the year to distribute service related information, department brochures and literature about the PTP.

These efforts improve the department's ability to communicate its message, assess market needs and identify potential new markets by providing an opportunity to distribute brochures and information about MDT and the PTP. In addition, MDT conducts annual Black History Tours and Hispanic Heritage Tours to reach out to these market segments and introduce them to MDT services while providing a positive image of MDT to the community.

MDT has an innovative and aggressive public outreach program which is a vehicle for consistently providing information to the public on improved services resulting from the PTP. Much of the department's focus in this area is proactive. MDT has established speakers' bureaus which target a variety of groups including but not limited to homeowners associations, community and civic organizations, churches and private sector and political entities. Typically, MDT is made aware of problems within its system through public feedback (i.e. community forums, comment cards, etc). Customer comment cards are widely distributed and are available on every Metrobus and at all Metrorail stations. MDT also directly addresses adverse issues by targeted marketing and advertising campaigns which provide clarity or directly counter false information about the department or its services.

MDT staff also coordinates with the Office of the Citizens Independent Transportation Trust, Team Metro, the Public Works Department and other County departments to arrange for staff to speak at meetings of homeowners associations, business and civic organizations to provide information and answer questions about PTP projects and transit programs. These meetings help MDT maintain good relations with community leaders while enlisting their organizations' support for transit-related programs and incentives.

Staff maintains a list of 395 organizations that are contacted periodically in order to schedule appearances by a rotating list of informed staff members from the departments involved in the PTP based on the topics the organization expresses an interest in. County Commissioners are kept informed of speaking engagements and meetings, in the event they wish to attend. The County has established a goal of reaching between 7 and 10 groups of about 100 people per month

MDT staff works with individual County Commissioners to organize transit town hall meetings in their districts to provide their constituents with updates on the PTP and distribute brochures, maps and other materials describing countywide PTP improvement plans. These meetings enable staff to tailor messages to specific audiences by highlighting local PTP projects. They also work to build community support for transit at the grass root level.

MDT conducts quarterly Web Trends Reports for its department website, www.miamidade.gov/transit, and the County's Transportation Portal, www.go.miamidade.gov. These reports track total visits, the number of individual ("unique") visitors, most frequently visited pages, and visits by referring sites (including search engines) and by country. The reports allow MDT to measure the effectiveness of marketing campaigns that are tagged to the website by showing the increase in the number of site visits over the course of the campaign. The reports also enable the department to focus its Internet advertising dollars on those sites providing the largest number of referrals to its website, thus providing a better return on investment.

In addition, the County Portal, www.miamidade.gov, features a subscription service that allows visitors to sign up for weekly updates on a variety of topics including transportation, thus providing another means of customer identification. These e-mail updates are deployed every Friday and consist of any items on that topic that have been posted to the portal that week. More than 1,300 people are currently signed up to receive weekly transportation updates from the site. MDT also provides online feedback forms to better assess the needs of existing and potential customers and improve services or develop new services to meet those needs. This is in addition to MDT's Customer and Information Service line, 311 and other methods of customer feedback.

MDT uses direct mail to promote new and underutilized routes. Potential customers are identified by zip code or through the use of GIS. The use of GIS satellite mapping technology allows MDT to maximize its direct mail budget by identifying all addresses within a specified distance of a particular bus route. For routes that are expected to draw customers from longer distances, the zip code method is preferred.

MDT, in partnership with the Office of the Citizens' Independent Transportation Trust, produces a monthly newsletter on the PTP and distributes it via e-mail and regular mail to thousands of residents and businesses as well as legislative leaders and stakeholders. Several corporate partners and local and state transportation organizations, including the South Florida Regional Transportation Authority, South Florida Commuter Services and the Florida Public Transportation Association, contributed to the creation of the newsletter's distribution list by sharing e-mails and addresses of groups including Tri-Rail customers, carpoolers and subscribers of other transportation-related newsletters, thus providing MDT an opportunity to communicate directly with those residents and business leaders who are most likely to be receptive to the transit message.

MDT utilizes a variety of feedback options to listen to and learn from its customers. These include public meetings, participation at major public events, surveys, customer contact via the department's call center, website and written correspondence. Most of this information is documented using a computerized system, then forwarded to the appropriate area for review and response. Customer feedback has proven invaluable in identifying a variety of needs and concerns. This type of information has been successful in motivating improvements, including introducing new service options.

MDT's Call Center, the transit websites and printed brochures all offer customers a variety of options to contact the department 24 hours a day, seven days a week. Agents at the call center respond to customer inquiries and process service delivery issues. A message recording allows the reporting of service concerns after regular business hours, with follow-up the next business day. The MDT website provides customers 24-hour access to service information, as well as forms to forward comments and complaints, and to request trip planning assistance. Postage paid comment cards are also available on MDT buses, offering another customer contact option. The department's website, printed brochures and special service bulletins provide general information, as well as specific route and schedule information. Outreach opportunities at special events and public meetings also enable customers to seek information or voice their concerns.

MDT's new Consumer Information Network (CIN) which can be accessed by calling 511 features more transit information planning and information, including the South Florida Regional transportation Authority SFRTA/Tri-Rail, Broward and Palm Beach Counties and South Florida Commuter Services. In October, 2005, the CIN became available online at www.miamidade.gov/transit, providing automated point-to-point transit trip planning at the touch of a keyboard.

Since MDT attempts to provide follow-up to customers, it encourages those who contact the department to provide contact information. All forms (printed and computerized) have fields for complete contact information. However, a priority is established based on the initial method of contact (i.e. a phone number for those who contact the call center, an e-mail address for those who contact the department via the internet). Employees who are responsible for interacting with customers receive training regarding obtaining contact information. However, contact information is not mandatory for any customer with either a complaint or suggestion.

All customer feedback is documented in a computerized system and forwarded to the appropriate area for review and response. The customer is provided a Community Report Number, acknowledging receipt and documentation of the feedback. Once a response has been received, the customer is contacted for follow-up. A report of major service delivery concerns is issued weekly and monthly to identify problem areas, in an attempt to address them in a timely fashion.

Customer complaints are considered a major indication of customer dissatisfaction. By monitoring complaints and taking steps to address customer reported concerns, MDT uses this type of information to improve its service delivery. Customer surveys also provide information regarding customer satisfaction and dissatisfaction levels.

MDT conducts an in-depth Tracking Studies Survey every three years to assess the public's perception of how well the organization is doing. The last study was completed in 2003. In this study, interviews were conducted with transit riders, of all transportation modes, and non-riders to get information about their usage of the transit system and, in the case of non-users, why they don't use the system. In addition, the interview solicits their attitudes toward system safety programs to encourage usage and recommend improvements.

The results tell the organization how well it is doing, what improvements can be made, and how the organization has fared compared to responses over the past decade.

The studies specifically focus on the following:

- Changes in ridership, ridership patterns and demographics.
- Customer satisfaction with the service
- Shifts in the non-rider and potential rider populations
- Attitudes toward the organization and how well the organization is performing (courtesy)

Understanding key communities in Miami-Dade County is vital to providing transit service and information to a vast, diverse, multicultural community. The demographics and identity of the community have been quite well defined in internal and external planning studies and outreach efforts. Continuing the massive grassroots effort that took place during the PTP initiative, MDT has used this model in reaching its mostly tri-lingual community (English, Spanish and Creole) to provide updates on service expansion due to the PTP. MDT takes great care in conducting presentations to diverse communities in their own language regarding how improved transit services have and will continue to benefit their respective communities. One of the promises in the PTP was the promise of more jobs. The overall community in Miami-Dade has been strengthened through the tremendous employment opportunities that have been created by the PTP. Since its adoption in 2002, MDT has hired more than 1,000 people. As a result, the PTP has not only improved the transportation system but has also promoted economic vitality!

In addition, the Citizens' Transportation Advisory Committee (CTAC) is comprised of private citizens who have been appointed by the MPO Governing Board, two per board member, to ensure that proposed transportation projects are responsive to the community's perceived needs and goals.

The CTAC evaluates the recommendations generated during the development of the MPO's Long Range Transportation Plan (LRTP), and serves as a public forum to raise issues pertinent to the process. The CTAC also has subcommittees to deal with specific aspects of transportation planning.

Critical Success Factors

MDT's Critical Success Factors are directly tied to the Department's strategic objectives. The objectives are improving customer service and the system's reliability and on-time performance, continuing implementation of the PTP, ensuring the financial viability of the department, continuing improvement in the area of civil rights, labor relations and human resources (i.e., maintaining positive work environment, developing training initiatives, ensuring diversity of the workforce, implementing a multifaceted Transit Employees' Attitudinal and Morale (TEAM) Improvement Program, and gain sharing) and upgrading infrastructure.

The plan is to continue the implementation of these objectives through FY 2005-06 and FY2006-07. Each year MDT will review and update these objectives and the mechanism for implementation

Long Term Strategic Objectives	Time Frame for Accomplishment
Miami Intermodal Center (MIC)–Earlington Heights Connector – 2.6 miles	Year 2010
North Corridor Rail Expansion – 9.5 miles	Year 2012
East-West Corridor Rail Expansion (MIC to FIU) – 10.1 miles	Year 2014
Metrorail Vehicle Rehabilitation – 136 Vehicles	Year 2011

Short Term Strategic Objectives	Time Frame for Accomplishment
Implement Enterprise Asset Management System	Year 2005 – 2006
Bus Stop Sign Program (replace 9,000)	Year 2007
Bus Pull-out Bays	Year 2006
Improve Customer Service	Year 2006 and ongoing
Improve Systems Reliability	Year 2006 and ongoing
Improve Labor Relations	Year 2006 and ongoing
Improve Human Resource Focus	Year 2006 and ongoing
Transit Employees' Attitudinal and Morale (TEAM)	Year 2006 and ongoing
Increase Metrobus fleet to 1191	Year 2007
Busway Extension to Florida City	Year 2007
Fare Collection Upgrade (including regional South Florida Universal Automated Fare Collection [SFUAFC] System)	Year 2007
Bus Shelter Program (install 1,400)	Year 2007
Metromover Vehicle Replacement	Year 2008

Critical to MDT's success in the implementation of the objectives is to continue the aggressive pursuit of state and federal dollars to implement the top three rail corridors know as the Orange Line (the North Corridor, East-west (FIU to MIC) Corridor and the Earlington Heights to the MIC Corridor.

Other principal factors determining the success will be the quality of the customer service, fare collection flexibility, ease of payment, convenience, timeliness of routes versus driving time, reliability of schedules, accessibility to bus stops and stations, number of routes available, frequency of service, the availability of overnight service, accessibility to service information, safety of transportation, cleanliness of facilities and vehicles, and the appearance and upkeep of buses and trains.

Studies have been commissioned to focus on how well this organization is doing compared

to peer organizations. Performance indicators like Operating Cost per Vehicle Mile and Operating Cost per Passenger Mile are analyzed and compared to previous years. The operating cost per vehicle mile provides some insight into the efficiency of MDT's maintenance and operating practices, while the cost per passenger mile combines a measure of efficiency with the productivity of the system.

MDT uses a consulting company that is experienced and knowledgeable in the operations of the transit industry to identify peer companies and the appropriate performance measures, and to conduct comparative studies. To select peer systems for comparison, the consulting company attempted to identify agencies with bus operations that most closely resemble MDT. For the rail comparison, since only 13 other agencies operate a heavy rail system in the U.S., all rail systems were included in the analysis. For the peer agencies for the bus comparison, 13 agencies were selected for consistency with the number used in the rail comparison. The bus systems selected were based on the number of buses that an agency reports that it operated in the peak service period during 2003.

This data is used annually by senior management in developing and formulating business plans (operational strategies and goals) for the coming year.

MDT must also meet its commitment to upgrade its Paratransit Operations in parallel to improvements on other modes. Paratransit services, unlike MDT's other directly operated services, are provided under contract to MDT by private sector vendors. Medicaid services are funded through the State of Florida's Agency for Health Care Administration. STS offers shared ride, door-to-door service in accessible vehicles, operated in compliance with the Americans with Disabilities Act, for those persons with disabilities who are unable to use the other conventional modes of transportation. Numerous technological advances allow for the improvement of Paratransit customer service including: improved routing and scheduling of customers and vehicles, improved call taking, and improved record keeping. The use of advanced technology upgrades the quality of customer service and allows for vastly improved monitoring of vendor service. It also provides a safety net so that the County will be better able to assume responsibility for service provision should the vendor suddenly become unable or unwilling to do so.

In order to improve Miami-Dade Transit's competitive position, the Department is currently increasing service miles from 27 million to 44 million. MDT has increased its bus fleet by approximately 276 new buses with another 216 buses scheduled for purchase; this will bring MDT's total bus fleet to 1197 by November 2007. MDT is planning to double the County's existing 22.6 -mile elevated heavy rail system with the proposed additional 22.2 -mile Orange Line Metrorail Corridor. MDT is also extending the South Dade Busway to Florida City, installing approximately 1,400 new bus shelters and 9,000 new bus stop signs throughout the County and increasing the number of bus pullout bays. The Department is also rehabilitating the entire Metrorail fleet of 136 vehicles and replacing 12 Metromover cars now and 17 additional Metromover cars will be replaced in the future.

Future Outlook

MDT has identified the following goals for FY 2005-06

1. Improve Customer Service and reduce customer complaints.
2. Implement Rail Corridors: Orange Line
3. Improve on-time performance of Metrobus
4. Upgrade Infrastructure through the Rail rehabilitation, Mover procurement and the installation of the new fare collection equipment
5. Improve on-time performance of Metrorail
6. Improve budgetary controls for both operating and capital expenditures

Major activities planned in FY 2005-06 and FY 2006-07 will focus on implementing the goals mentioned above with not only continuing the progress achieved in numerous highly successful programs initiated upon implementation of the PTP but also beginning new and exciting programs.

THE PLAN

Overview

MDT's FY 2005/06 – 2006/07 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure the progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Develop and Maintain an Effective Transportation System*
- *Ensure Miami-Dade county operates in a fiscally responsible and stable manner*

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2006.

Department-related Strategic Plan Goals:

- *Encourage and promote innovative solutions to transportation challenges, including incentive plans*
- *Maximize the use and efficiency of the existing transportation system on a neighborhood, county, and regional basis*
- *Improve mass transit along major corridors and between major origin and destination locations*
- *Educate the community regarding transportation issues and opportunities*
- *Ensure the financial viability of the County through sound financial management practices*
- *Attract, develop and retain an effective, diverse and dedicated team of employees*

Department-related Strategic Plan Priority Outcomes:

- *More integrated land-use development to decrease dependence on automobiles*
- *Improved level-of-service on major roadway corridors*
- *Successful implementation of the PTP, including:*
 - *Minimum wait time for transit passengers*
 - *Convenient, clean transit passenger facilities and vehicles*
 - *Improved accessibility to transit facilities and Metrobus stops*
 - *Safe and reliable transit facilities and vehicles*
 - *Dramatic improvement in the level of Metrobus service*
 - *Expanded rapid transit service along all major corridors*
- *Increase public knowledge and understanding of public transportation alternatives and benefits*
- *Sound asset management and financial investment strategies*
- *Reliable transit vehicles, equipment and facilities*
- *Ensure effective and efficient security services*
- *Ensure effective and efficient Special Transportation Services*
- *Improved customer access to transit trip planning information*

Departmental Business Plan and Outlook

Department Name: Miami Dade Transit

Fiscal Years: 2005/2006 – 2006/2007

- *Clear and informative transit and transportation signage*
- *Compliance with financial laws and generally accepted accounting principles, etc.*

- *Retention of excellent employees*
- *Workforce that reflects the diversity of Miami-Dade County*
- *Improved accessibility of transit service to all customers*
- *Maintain Unanticipated Employee Absenteeism*

